

**Achievement of Market-Friendly Initiatives and Results Program  
(AMIR Program)**

**Funded By U.S. Agency for International Development**

**BDS Workshop and Workplan Development**

Final Report

**Deliverable for MEI Component, Task No. 334.2  
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*This report was prepared by William A. Kedrock in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.*

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## **BDS Workshop and Workplan Development**

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## AMIR MEI Component – BDS Function

### ?? **MEI Component BDS (Business Development Services) Objective**

- ?? Increase income and employment through the creation and growth of MSEs in Jordan by encouraging greater use of improved and expanded business development services, i.e., provision of non-financial services to business by business.
- ?? We will accomplish this by 1) increasing the efficiency and effectiveness of BDS providers to identify and respond to MSE demands with services that make sense, respond to concrete needs, and contribute to MSE growth and 2) stimulating MSE demand for BDS services. It is important to note that the approach encompasses supply and demand sides of BDS.
- ?? The target indicators are described numerically as:
  - ?? 12,000 entrepreneurs trained
  - ?? 50% cost recovery on BDS advisory/training activities
  - ?? 10% increase in micro-enterprise employment, half of which comes from women
  - ?? 10% increase in micro-enterprise sales

### ?? **Pillars**

- ?? Market determined: Nimble so as to be responsive to changes in the market for BDS. As the market expands BDS opportunities will change; therefore, our approach is built on flexibility, while keeping the objectives in focus. To truly respond to the market requires continuous feedback and refinement, so that monitoring is not an annual affair but on-going.
- ?? Best Practices: Unlike the micro-finance field, the book on best practices in the BDS field remains a draft. There is much that is still being learned, at the same time that some rules of thumb are emerging, e.g., nothing for free, contribution if not cost recovery, is important, and efforts should be directed to facilitating business services rather than donors providing them directly.
- ?? Rural and women: Concerted effort to take the BDS program outside Amman and to include women. However, to address the latter market properly will require some Amman-based activities.

### ?? **Definitions**

- ?? BDS. Business development services under the MEI component of AMIR are defined as non-financial services, operational or strategic, delivered to business by business with the intent of helping enterprises grow. Examples of BDS could include, depending on the circumstances:
  - ?? Management consulting/training (e.g., HRD, organizational)
  - ?? Financial consulting/training (e.g., loan packaging, financial analysis)
  - ?? Marketing consulting/training
  - ?? Business plans
  - ?? Market information
  - ?? IT
  - ?? Accounting/bookkeeping
  - ?? Secretarial
  - ?? Product design and development
  - ?? Legal

- ?? Advertising
- ?? Engineering
- ?? Brokering

These services might be purchased as an input to the business such as when a computer is installed or an engineering blueprint drawn up. These services can also be intangible with the benefit resting on the MSE to maximize, such as when management training or market advice is provided.

- ?? BDS Facilitator. Any entity that helps to bring the supply of and demand for business services together. Facilitators can be NGOs or donor projects, or “natural” facilitators such as associations and other membership based organizations. The facilitator may or may not provide services directly to MSEs but plays a main role of brokering the provision of BDS to MSEs, by moving supply and demand into the transaction zone.

- ?? BDS Provider. Any profit or non-profit entity that extends to MSEs a non-financial service that seeks to increase the efficiency and effectiveness of the MSEs.

- ?? Cost Recovery. Need not be 100%, but everybody pays something. The principle is to seek some cost recovery, i.e., contribution from the MSE, vesting the MSE with control and authority and a sense of value. This can be accomplished without 100% direct, fee-based cost recovery, implying the provision of services at some continuing level of deliberate subsidization. The principle is applicable to MEs (micro - enterprises) and SEs (small enterprises), though the latter should trend towards greater contribution and recovery, even 100% plus. Indeed, while at the SE level many business services are paid for if the product/service is “right -sized” for the market, at the ME level the notion of full-cost recovery of BDS through fees, i.e., on a commercial basis, remains an assumption.

- ?? MSEs. Micro and small enterprises, without any stated preference for sectors, are the target market for AMIR’s BDS initiative. Differentiating micro from small is not, however, as clear cut as common definitions based on a particular characteristic would imply, e.g., employment, sales, or assets. As a result, we define micro and small enterprises based on a list of attributes, table 1, next page. It is gray in its application, but more realistic of the true nature of MSEs as a highly entrepreneurial and evolving segment of the economy. These defining characteristics are useful for segmenting the demand side in terms of which firms buy what service at what price. That is to say, micro and small enterprises can have different needs, desire different services, require different delivery mechanisms, and have different abilities to pay.

In general, MEs will be owner-operated without management specialization. All things equal, preference is for high impact MSEs that add money to the local economy. While AMIR will not work directly with MSEs, we will apply these attributes to the client mix of a BDS provider or facilitator to determine their general customer base/focus.

- ?? Sustainability. The ability to maintain activities. Sustainability demonstrates no bias towards either the source of funds or the form of payment, i.e., in-kind or in currency. An association that offers regular training to members based in part on member contribution (fees for service), in-kind services (association meeting hall used as a training room), and grant funds can be said to have a sustainable training program. An NGO that operates as a BDS facilitator through the interest earned on an endowment is a sustainable entity.

**Table 1. MSE Defining Attributes**

Attribute	Micro	Small
<u>Organization</u>		
?? Education level	Minimal	Some to extensive
?? Location	Home based or mobile	Permanent, away from home
?? Management specialization	None	Some
?? IT use	None or limited to off-site	Some to extensive, on-site
?? BDS use	None to limited	Some
<u>Capital</u>		
?? Source of money	Family and MFI	Family and bank
?? Re-investment of (long-term) capital	None	Some
?? Extent of capital investment	None to low	Moderate (> JD 10,000)
<u>Product/Service</u>		
?? Level of development/differentiation	None to low	Low to moderate
?? Breadth of market	Narrow (immediate vicinity)	Broad (but mostly local)

?? Informal MSE. Not registered. There are generally three categories of businesses that do not register: enterprises that are survival-driven and nearly entirely micro in nature, those that are engaged in illegal activities, and those that are avoiding regulatory aggravation, annoyances, and scrutiny. The first group is largely not growth oriented and of less interest to AMIR. The second group is of no interest at all. The third grouping describes a diverse mix of enterprises that have reached a scale that is of interest to AMIR. This group seeks to remain below the government's horizon because they derive few, if any, obvious benefits from formally registering and paying taxes, and because they may not fully comprehend the less obvious opportunity costs of remaining informal.

?? Formal MSE. Registered businesses. Representing multiple industries/sectors, these enterprises are a target for AMIR assistance.

### ?? **General Approach**

?? The BDS element of the MEI component will follow two tracks along two time lines, near term and long term. The two tracks are ME and SE, accepting and expecting that there will be overlap between the two.

?? ME program. The ME program will revolve around leveraging AMIR's MFI effort, existing BDS facilitators targeting MEs, and extending ME BDS to rural areas and women. Efforts will include supply and demand side activities.

?? SE program. As in the ME program, the SE program will seek to build on existing BDS through supply and demand side stimulation. We will work with associations, as facilitators of BDS, to improve their ability to recognize and organize member services. We will also undertake special initiatives, e.g., backward linkages or outsourcing and the idea incubator. We will investigate how best to complement the government's proposed Enterprise Development Center project, which targets rural based SEs and seeks to establish BDS centers operated by a to-be-selected private company.

?? Near term (0-5/6 months)

?? The near term approach follows two market based techniques – 1) pilot testing and 2) systematic analysis. In the former instance, we will test the waters for BDS provision by organizing some specific training activities and in the latter case we will survey the market to lay the foundation for our long-term BDS initiative. We call this near-term plan our Jump Start program.

?? The strategy is to learn by “just doing it” through the Jump Start efforts while informing the long-term plan in a more systematic manner through surveys. The Jump Start menu of activities touches on BDS provision, networking, and advocacy. It is designed to build on the experience of NGOs, donors, and others in Jordan with either the direct provision or facilitation of business development services. Among the Jump Start activities we will consider :

?? BDS Provision.

?? Rolling out JABA’s ILO-based Start Your Business and Improve Your Business training programs. (SOW is attached as Appendix A)

?? Establishing an Idea Incubator(s).<sup>1</sup> (SOW is attached as Appendix B)

?? Developing a MSE backwards linkages (outsourcing) program, in collaboration with AMIR’s Private Sector Policy Initiative. (SOW is attached as Appendix C)

(Note: We will ground-truth the demand side need for these activities and others through key informant interviews and focus group discussions.)

?? Networking. We will explore the feasibility of establishing a MSME -BDS Working Group. An informal, but regular meeting of donor funded projects, relevant government agencies, and NGOs working to enhance BDS provision. The challenge will be in balancing spread while keeping participant levels manageable and targeted on the key players.

**Needles in the Haystack?  
MSE Outsourcing**

Many feel that finding outsourcing opportunities for MSEs is a bit like looking for a needle in a haystack. However, Al Majdal, a small woman-owned BDS provider, has arranged at least three outsourcing contracts for micro-enterprises – sorting and packaging screws, sewing collars, and specialty soap production. Such outsourcing works in part because the contracting companies have confidence in Al Majdal to work with the contracted MEs to improve quality and reliability. This work has also resulted in the delivery of embedded business service by the purchasing companies.

Though we have some concerns about the Government’s approach to implementing the Enterprise Development Centers (EDC) project, the idea has merit. Therefore we will work with the selected contractor to explore activities that we can undertake that will benefit MEI’s target groups and the EDCs. Two examples are assisting with the development of a database and fostering backward linkages.

<sup>1</sup> An idea incubator is a means of moving the best and brightest ideas through progressive stages to start-up in a supportive but competitive manner. There are six competitive stages: 1) Business Concept Development; 2) Business Model Development (feasibility testing and due diligence); 3) Venture Planning (formal business plan); 4) Venture Development (pre -launch review); 5) Transition and Pre-launch (first round funding and market test); and 6) Start-up and Commercial Operation. The operating costs for such an incubator are low. The incubator requires nominal space, properly equipped with idea tools, e.g., computers, Internet, flip charts, white or chalk boards, furniture, etc. A selected entrepreneur is provided a small stipend that allows him/her to focus on the development of the idea as it moves through each competitive stage. At each stage, the innovator is judged and could be dropped from the program if the idea has not progressed in the eyes of a panel of judges. The panel would comprise business professors; successful entrepreneurs; finance sources (e.g., MFIs, commercial banks, equity funds).

?? Database development will help the contractor manage clients, while also serving AMIR's need for information on the MSME sector. By working with the contractor we can design in compatibility. Given the ambitious short-term targets, the contractor is not likely to spend any energy on this important long range management tool. The database could also include backward linkage opportunities and BDS provider information.

#### **Not Another Group?!**

Is there a need for a coordinating body? There are a number of programs/projects that would appear to be either similar to AMIR or targeting the same group, MSMEs. EJADA has a program that mirrors AMIR in some respects, as do the Japanese, and the Fredrich Eibert Foundation. In addition, the Ministry of Planning is keen on establishing a BDS-like agency within the ministry. These and other entities/programs have the potential of stepping on each other. A working group, meeting informally but on a regular basis, could raise awareness among donors, NGOs, and government, avoiding repetition and enhancing complementarity.

?? It is easier to assist an existing enterprise grow than to assist a new business start-up. Given the ambitious targets for the EDC program, the contractor should find it advantageous to assist client MSEs with outsourcing opportunities. MEI can work with the EDC contractor to foster backward linkages by identifying firms interested in subcontracting and providing technical guidance to address issues of quality and reliability.

?? Advocacy. We will complete the entrepreneurs' roadmap and use it to inform an agenda for improving the environment for MSE development and growth. In addition, MEI's BDS component will create an awareness campaign to stimulate demand for BDS. The campaign itself is a life of project initiative but planning will commence during the jump start period. Different mediums (radio, television, print, Internet) will be considered to, among other things, increase general awareness of MSEs about BDS, educate people about the role of MSEs in the growth of the economy and the nature of risk/return relationships, inform MSEs about the practical process of registering a business, market the use of BDS, and promote MSE new business opportunities.

?? Long term (beyond 6 months)

?? Concurrently with the Jump Start initiatives, we will plan for and execute a survey of MSEs and BDS providers. The surveys will help lay out a BDS program for the long-term that looks at both supply and demand. We will also develop/refine the operating procedures for anticipated tools such as competitive grants (already in process) and vouchers. (SOWs for the surveys are found in Appendices D and E, respectively.)

?? The strategy is to fine tune our focus on 2-4 key initial services based on feedback and intelligence gleaned from the Jump Start program and analysis of MSE and BDS provider surveys. Other services can be added if and when appropriate. The plan has three functional areas:

?? BDS Provision.

?? Select priority areas and establish specific action plans as informed by MSE and BDS surveys.



- ?? Implement a Facilitators program that will provide training to associations and other member organizations in assessing and meeting the needs of members. (This activity will be coordinated with the Business Management Initiative Component.)
- ?? Provide grant support for qualified activities and entities. These grants will complement other actions by building capacity of institutions to facilitate BDS delivery in the chosen 2-4 service fields.
- ?? Networking
  - ?? Continue the MSME working group
  - ?? Continue assistance to the EDC program
- ?? Advocacy.
  - ?? Develop a database of activities for advocacy purposes
  - ?? Promote MSE awareness among potential entrepreneurs
  - ?? Promote BDS use among MSEs
  - ?? Identify and seek regulatory enhancements
  - ?? Create an information network that could include an MSE website, a MSE Council, etc.

**BDS Work Plan  
Activities to Capture**

**I. Near Term – Jump Start (0-5/6 months)**

- A. BDS Provision
  - 1. JABA rollout
  - 2. Idea incubator
  - 3. Backward linkages (outsourcing)
  - 4. Tools development
    - 1) Competitive grants program<sup>2</sup>
    - 2) Voucher program<sup>3</sup>
    - 3) BDS Provider data base
- B. Networking
  - 1. MSME working group
  - 2. EPP's EDC project
- C. Advocacy
  - 1. Enterprise roadmap
  - 2. Awareness campaign<sup>4</sup>

**II. Long Term (beyond 6 months)**

- A. BDS Provision
  - 1. MSE/BDS Surveys
  - 2. Selection of 2-4 services
  - 3. Facilitators program
- B. Advocacy
  - 1. Database

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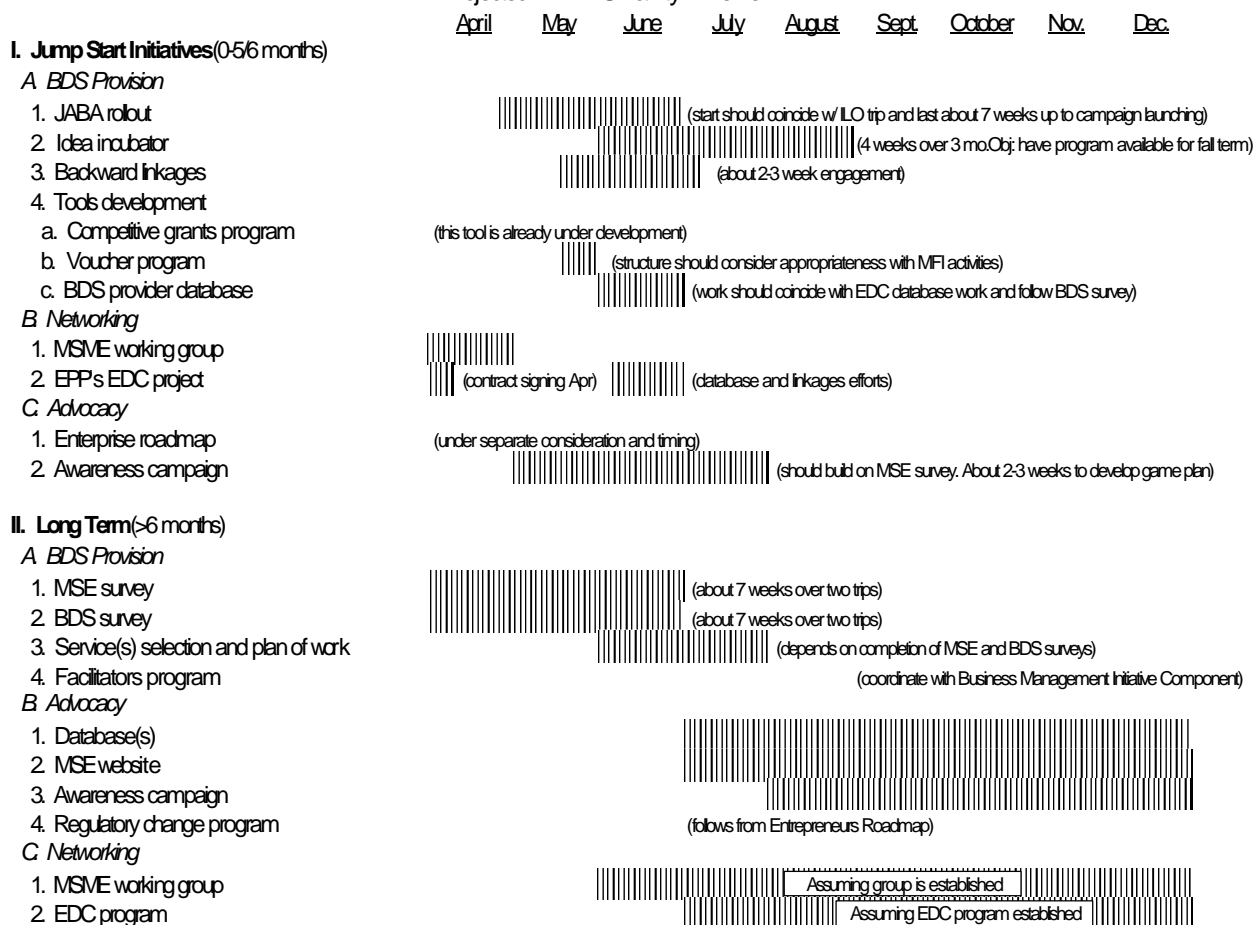
<sup>2</sup> A competitive grants program would target BDS providers and facilitators. The grant might cover part of the cost for a facilitator to extend a BDS program or for a BDS provider to right-size an existing service or develop a new one targeting MSEs. Grants would be awarded on a competitive basis following the operating procedures currently under review.

<sup>3</sup> A voucher program encourages and supports demand for BDS by enabling MSEs to attain services that they might not normally afford or test services they might not normally seek from a BDS.

<sup>4</sup> Two themes, one, to educate people about role of and opportunities in MSE and two, to increase awareness and promote use of BDS among existing MSEs. Purpose is to stimulate demand. Internet, print, radio, and television mediums may all have logical role in the awareness program, e.g., radio/t.v. program on MSE management, MSE magazine, entrepreneur of the year award, Internet database of BDS providers, regular MSE column in local papers, etc.

2. MSE web site
  3. Awareness campaign
  4. Regulatory changes/improvements
- C. Networking
1. MSME working group
  2. EDC program

## Projected MB BDS Activity Timeline



## **Appendix A**

### **Scope of Work**

#### **Marketing Campaign for JABA Training Program**

#### **I. Overview**

The AMIR (Access to Microfinance and Improved Implementation of Policy Reform) Program commenced operations in February, 1998. One of its key goals is the establishment of a sustainable microfinance industry. Since inception, the AMIR Program has helped establish and support three MFIs, and together with the U.S. Agency for International Development (USAID), is working with a fourth MFI. There are considerable differences between these four MFIs, and the other microfinance providers, of which the most important are the commitment to attaining operational sustainability, and to operate in accordance with the "best practices" of microfinance.

In 2002, the second phase of the AMIR Program, AMIR (Achievement of Market-Friendly Initiatives and Results) was launched. The goal of AMIR is "To promote economic growth and prosperity for all Jordanians by developing a more market-friendly environment for broad-based economic opportunity and business expansion." This four component initiative has devoted one component, Micro-Enterprise Initiatives, to the development of micro-entrepreneurs in Jordan with specific focus on commercially viable financing and non-financial service opportunities available for micro-entrepreneurs.

In addition to micro credit, the MEI component seeks to increase income and employment through the creation and growth of MSEs in Jordan by encouraging greater use of improved and expanded business development services. AMIR will accomplish this by 1) increasing the efficiency and effectiveness of the business development services (BDS) market – providers and facilitators – to identify and respond to MSE service demands and 2) stimulating MSE demand for BDS services. It is important to note that the approach encompasses supply and demand sides of BDS.

BDS is the provision of non-financial service to business by business. Often these services are sold through NGOs on a partial cost recovery basis and by private BDS providers on a for-profit basis, whether paid by the recipient or by a third party or both. An important BDS, especially at the micro-enterprise level, is training: training in how to start a business and in how to improve an existing business.

JABA, the Jordanian American Business Association, offers an ILO-sanctioned series of training modules titled Start Your Business and Improve Your Business. JABA has successfully completed a pilot phase and is about to embark on a country wide initiative to teach basic business skills to micro-entrepreneurs. In support of this effort, the Government of Jordan has made available funding to subsidize the training for participants. Despite these good efforts, JABA still has much to do. Discussions with JABA identified several activities that could increase JABA's effectiveness and reach.

- 1) Though the training material is sound and trained trainers are available, JABA lacks the resources to create and undertake a marketing campaign to promote the program.
- 2) JABA's four partner training organizations – the Hashemite Fund (NGO), Jordan River Foundation (NGO), Jordan International Team (private company), and Enable (private company) – lack the marketing skills to effectively sell the programs.
- 3) In order to certify trained trainers in the ILO approach, JABA needs a Master Trainer(s).
- 4) To multiply effective outreach, JABA must eventually increase the number of certified trainers.
- 5) To draw practical lessons from its pilot effort for application going forward, JABA would like to complete an assessment of its programs to date.

This SOW discusses the requirements for assisting JABA with the first activity.

## **II. Specific Challenges to be Addressed by this Consultancy**

JABA's training programs are based on the successful International Labour Organization's micro-enterprise training modules. Indeed, the ILO supported JABA's work. As part of that support, the ILO will send a team to Jordan in late April or early May to introduce its structured marketing approach to JABA. This is both a possible opportunity and a potential challenge, depending on the strengths of the team and the rigidity of the approach.

The engagement is further challenged by the lack of hard data on the end users and the need to promote a service in a manner that is appealing to a diverse clientele (urban/rural, educated/not, male/female, young/old). The time frame is also a challenge, as the campaign should start on or about July 15. Finally, there are the challenges of identifying the proper approach, messages, and channels.

## **III. Objective and Expected Results**

The objective of this engagement is to assist JABA develop a marketing campaign for its Start Your Business and Improve Your Business training programs. The expected result is a campaign that identifies

?? Themes and messages

?? Marketing channels (paid or free, e.g., newspaper, radio, micro finance institutions, universities, Enterprise Development Centers, etc.)

?? Estimated budget

?? Necessary support and capable firms who can provide supportive functions, e.g., printers, commercial/graphic artists, media, etc.

#### **IV. General Tasks of the Consultant**

Under this Scope of Work, the Consultant shall perform, but not be limited to, the following general tasks:

Immediately upon commencement of work in Jordan, arrange through the reporting channels specified in paragraph IX, below, to be introduced to the AMIR Program Director and to USAID's Cognizant Technical Officer and others USAID and AMIR personnel as deemed necessary, and during the course of these introductions agree jointly with AMIR and USAID/Jordan the following:

- ?? A schedule of periodic briefings, if deemed necessary, throughout the course of the consultancy, and
- ?? A date, time and place for a debriefing near the end of the consultancy;
- B. Throughout the consultancy, ensure good communication with AMIR management and, if appropriate, the management of any host country organizations with whom the consultant is working. The consultant should provide verbal updates to the AMIR management at least weekly;
- C. Ensure that AMIR management is informed immediately of any material problems which will compromise the integrity of the consultancy, its data or its implementation time frame;
- D. Unless otherwise specified in writing, in coordination with his/her supervisor and the AMIR Program Training Manager, conduct a seminar on one or more aspects of his/her work in Jordan;
- F. Ensure that he/she has the use of his/her own IBM compatible portable computer for use in implementation of the consultancy.

#### **V. Specific Tasks of the Consultant.**

The Consultant's specific tasks will include, but not be limited to the following:

?? Meet with relevant parties, e.g., JABA, partner organizations, ILO team, trainers.

?? Determine the need for focus group discussions with end users.

- ?? If appropriate, organize and facilitate focus group discussions (one in Amman and at least two outside Amman).
- ?? Depending on capacity of ILO team, participate in or possibly facilitate planning sessions with JABA, trainers, AMIR, the ILO team, and others as identified.
- ?? Articulate a promotional strategy, identifying themes and messages, as well as the channels to use.
- ?? With JABA, establish a training target to gauge the effectiveness of the campaign.
- ?? Estimate a budget for the strategy devised.
- ?? Identify outsourcing needs, e.g., graphic designers, printers, etc. and short-list companies from which to seek bids for work.
- ?? Approve outsourced work.
- ?? Draft questions to add to the standard JABA end of training survey to ascertain what role the marketing campaign may have had on the decision of participants to take the training.
- ?? Establish a calendar for the necessary activities that culminates in the launching of the campaign by July 15.

## **VI. Reporting Tasks.**

Unless otherwise specified in writing, the Consultant shall write a report which will include, but not be limited to, the following:

- ?? A cover page and credits page in the format specified in Annex B.
- ?? A table of contents.
- ?? An executive summary specifying the primary findings and recommendations of consultant for accomplishing the objectives of the consultancy and thereby addressing the challenges specified above - Specific Tasks of the Consultant;
  - ?? A main body of text which provides greater detail on the findings and recommendations of the consultant including, but not limited to, the analysis, plan, system, software package, training program, seminar, workshop, conference, survey, brochure, or other piece of intellectual property, draft laws, by-laws, regulations, or other legal measures, poll, survey or other type of public measurement or primary research, secondary research, oversight services, or other element of value-added specified as the tasks in C. above;



- ?? A series of appendices containing one or more of the following:
  - ?? Any relevant laws, regulations, and/or government policies relevant to the consultancy;
  - ?? Any relevant internal (to a target host country organization) policies, procedures and/or guidelines relevant to the consultancy;
  - ?? Any system specifications recommended by the consultancy;
  - ?? Any strategic, work, action, management, human resource, business, implementation and/or other plans recommended by the consultancy;
  - ?? A list of documents read during the course of the consultancy;
  - ?? A list of individuals interviewed during the course of the consultancy;
  - ?? Any other documentation and other information which is relevant to the consultancy.
- ?? Please note that reports on training events (seminars, workshops, conferences and similar events) can be limited to:
  - ?? A summary report on significant findings observed during the training, including recommendations for follow-up training as may be necessary;
  - ?? A series of appendices containing the following:
    - a list of documents read during the course of the consultancy;
    - a list of individuals interviewed during the course of the consultancy;
    - a list of individuals who attending the training event;
    - copies of all handouts and training materials distributed during the training event;
- ?? Each page of the executive summary and main body of all reports, except the first page, must contain headers and footers in form and substance as illustrated in Annex B (sample pages).

## **VII. Report Timing.**

Unless otherwise specified in writing, the following timing applies to the delivery of draft and final reports:

- ?? Consultants who are not based in Jordan shall deliver their draft reports for discussion with AMIR Program management at least twenty-four hours prior to their departure from Jordan;
- ?? Jordan-based consultants shall deliver their draft reports for discussion with AMIR Program management at least seven working days prior to the finish date indicated in Annex D;
- ?? All final reports shall be delivered to the AMIR Project office within seven working days of the consultant's receipt of comments on the draft report from USAID, the AMIR Program or the host country counterpart organization.

**VIII. Report Media.**

Both draft and final reports shall be provided to the AMIR Program office and to Chemonics International Inc. headquarters as follows:

- ?? In one single computer file in MS Word or Corel Word Perfect format and in the format described in section IV. above;
- ?? Via email to [mbuckingham@chemonics.net](mailto:mbuckingham@chemonics.net), [dbrown@chemonics.net](mailto:dbrown@chemonics.net), [abg@amir-jordan.org](mailto:abg@amir-jordan.org) and [swade@amir-jordan.org](mailto:swade@amir-jordan.org), respectively, and to the relevant AMIR Program Component Leader.

**IX. Supervision and Reporting Lines**

Unless otherwise specified in writing, the consultant(s) will report to the Component Leader, of the relevant AMIR Program component or sub-component.

**X. Work Schedule and Location**

The consultant shall organize his/her time in a manner consistent with successful execution of this consultancy, but in any case shall work no less than 8-hours per day. Unless otherwise specified in writing, the consultants place of work shall be the AMIR project office, for which the work hours are 08:30 to 16:30 hours, Sunday-Thursday, and any specified host country counterpart organization. A 6 day work week and holiday work are authorized.

**XI. Timeframe for the Consultancy and LOE**

The expected start date is flexible until JABA fixes the ILO teams arrival. At this time the work should start late April to early May. The duration is estimated at 42 work days in country, excluding travel days. These may be continuous days or split over two trips. Some of the work as agreed to with MEI component team leader and JABA may be completed outside Jordan.

## **Appendix B Scope of Work Idea Incubator**

### **I. Overview**

The AMIR (Access to Microfinance and Improved Implementation of Policy Reform) Program commenced operations in February, 1998. One of its key goals is the establishment of a sustainable microfinance industry. Since inception, the AMIR Program has helped establish and support three MFIs, and together with the U.S. Agency for International Development (USAID), is working with a fourth MFI. There are considerable differences between these four MFIs, and the other microfinance providers, of which the most important are the commitment to attaining operational sustainability, and to operate in accordance with the "best practices" of microfinance.

In 2002, the second phase of the AMIR Program, AMIR (Achievement of Market-Friendly Initiatives and Results) was launched. The goal of AMIR is "To promote economic growth and prosperity for all Jordanians by developing a more market-friendly environment for broad-based economic opportunity and business expansion." This four component initiative has devoted one component to the development of microentrepreneurs in Jordan with specific focus on commercially viable financing and non-financial service opportunities available for microentrepreneurs.

From the outset USAID/AMIR Program understood that a viable microfinance industry for Jordan requires more than MFI's alone, so included in the innovations were the following industry infrastructure components; an MFI funding facility to provide bridge financing between the exhaustion of the MIP grants and ability to fund from the commercial market; a microfinance association to act as an industry forum, as well as be a vehicle for advocacy and training; a national credit bureau, which would serve not only the microfinance industry, but the economy as a whole.

The microfinance institutions have, since their inception, gained considerable market experience, and this experience has been used to reposition them in their markets via revision of their business plans. In addition, the infrastructure components for a viable microcredit industry, referred to above, are well into their formative stages. As a result of operations and experience gained, however, it is becoming clear that focusing on the components of microcredit alone may not be sufficient for the development of a vibrant microfinance industry.

Business development services (BDS) is the provision of non-financial service to business by business. Often these services are sold through NGOs on a partial cost recovery basis and by private BDS providers on a for-profit basis, whether paid by the recipient or by a third party or both. Incubators are one means of nurturing nascent enterprises while providing them with cost effective business services.

AMIR will work with select universities to establish MBA programs. These same universities may be fertile ground for introducing a new form of incubator – the idea incubator or entrepreneurs incubator.

## **II. Specific Challenges to be Addressed by this Consultancy**

The idea incubator is a means of moving the best and brightest ideas through progressive stages to start-up in a supportive but competitive manner. There are six competitive stages, though fewer or more may work:

- 1) Business Concept Development
- 2) Business Model Development (feasibility testing and due diligence)
- 3) Venture Planning (formal business plan)
- 4) Venture Development (pre-launch review)
- 5) Transition and Pre-launch (first round funding and market test)
- 6) Start-up and Commercial Operation

The operating costs for such an incubator are low. The incubator requires nominal space, properly equipped with idea tools, e.g., computers, Internet, flip charts, white or chalk boards, furniture, etc. A selected entrepreneur is provided a small stipend that allows him/her to focus on the development of the idea as it moves through each competitive stage. At each stage, the innovator is judged and could be dropped from the program if the idea has not progressed in the eyes of a panel of judges. The panel could comprise business professors; successful business people; finance sources, etc. The challenge is in taking a relatively new approach to enterprise creation and massaging the model to work successfully in Jordan.

## **III. Objective and Expected Results**

The objective of this engagement is two-part. First the consultant will determine whether there is an interest in establishing an idea incubator in at least one university and preferably up to three, one in Amman, one in the north and one in the south. Depending on the outcome of the first part, the second part of this engagement will be to design the idea incubator, its operating procedures, and solicit interest from possible panelist.

#### **IV. General Tasks of the Consultant**

Under this Scope of Work, the Consultant shall perform, but not be limited to, the following general tasks:

- ?? Immediately upon commencement of work in Jordan, arrange through the reporting channels specified in paragraph VII. below, to be introduced to the AMIR Program Director and to USAID's Cognizant Technical Officer and others USAID and AMIR personnel as deemed necessary, and during the course of these introductions agree jointly with AMIR and USAID/Jordan the following:
  - ?? A schedule of periodic briefings, if deemed necessary, throughout the course of the consultancy, and
  - ?? A date, time and place for a debriefing near the end of the consultancy;
- ?? Throughout the consultancy, ensure good communication with AMIR management and, if appropriate, the management of any host country organizations with whom the consultant is working. The consultant should provide verbal updates to the AMIR management at least weekly;
- ?? Ensure that AMIR management is informed immediately of any material problems which will compromise the integrity of the consultancy, its data or its implementation time frame;
- ?? Ensure that he/she has the use of his/her own IBM compatible portable computer for use in implementation of the consultancy.

#### **V. Specific Tasks of the Consultant.**

The Consultant's specific tasks will include, but not be limited to:

- ?? Meet with AMIR's MEI and Business Management Initiative teams to establish criteria for University participation in Jordanian context.
- ?? Select participating Universities by either:
  - ?? Widely soliciting expressions of interest and then applying criteria to select participants. If a number of universities look promising, apply the criteria to short-list universities for follow-up interviews
  - or --
  - ?? Select universities based on in-house knowledge for direct marketing and follow-up
- ?? Meet with universities to ascertain interest and possible contribution.
- ?? Select participating universities.

- ?? Establish appropriate number of stages and time between stages, with participating university input. (Six stages are envisioned by more or less may be better suited to the environment at the university.)
- ?? Identify and establish a written protocol for panelist that considers the business and cultural environment, and propose the composition of the panel.
- ?? Propose panel composition, identify possible panelist and extend invitations. Composition should balance numbers with appropriate professional backgrounds, e.g., university business and engineering programs, AMIR, financiers such as MFIs, commercial banks, and venture capitalists.
- ?? Establish process for applying and reviewing at each stage, including review criteria for the panelist.
- ?? Develop marketing campaign for first round competition.
- ?? Identify equipment and furniture needs and cost.
- ?? Establish timeline for launching program that, if possible, should coincide with fall terms at participating universities.

## **VI. Reporting Tasks.**

Unless otherwise specified in writing, the Consultant shall write a report which will include, but not be limited to, the following:

- ?? A cover page and credits page in the format specified in Annex B.
- ?? A table of contents.
- ?? An executive summary specifying the primary findings and recommendations of consultant for accomplishing the objectives of the consultancy and thereby addressing the challenges specified above - Specific Tasks of the Consultant;
- ?? A main body of text which provides greater detail on the findings and recommendations of the consultant including, but not limited to, the analysis, plan, system, software package, training program, seminar, workshop, conference, survey, brochure, or other piece of intellectual property, draft laws, by-laws, regulations, or other legal measures, poll, survey or other type of public measurement or primary research, secondary research, oversight services, or other element of value-added specified as the tasks in C. above;
- ?? A series of appendices containing one or more of the following:

- ?? Any relevant laws, regulations, and/or government policies relevant to the consultancy;
  - ?? Any relevant internal (to a target host country organization) policies, procedures and/or guidelines relevant to the consultancy;
  - ?? Any system specifications recommended by the consultancy;
  - ?? Any strategic, work, action, management, human resource, business, implementation and/or other plans recommended by the consultancy;
  - ?? A list of documents read during the course of the consultancy;
  - ?? A list of individuals interviewed during the course of the consultancy;
  - ?? Any other documentation and other information which is relevant to the consultancy.
- ?? Please note that reports on training events (seminars, workshops, conferences and similar events) can be limited to:
- ?? A summary report on significant findings observed during the training, including recommendations for follow-up training as may be necessary;
  - ?? A series of appendices containing the following:
    - o a list of documents read during the course of the consultancy;
    - o a list of individuals interviewed during the course of the consultancy;
    - o a list of individuals who attending the training event;
    - o copies of all handouts and training materials distributed during the training event;
- ?? Each page of the executive summary and main body of all reports, except the first page, must contain headers and footers in form and substance as illustrated in Annex B (sample pages).

## **VII. Report Timing**

Unless otherwise specified in writing, the following timing applies to the delivery of draft and final reports:

- ?? Consultants who are not based in Jordan shall deliver their draft reports for discussion with AMIR Program management at least twenty-four hours prior to their departure from Jordan;
- ?? Jordan-based consultants shall deliver their draft reports for discussion with AMIR Program management at least seven working days prior to the finish date indicated in Annex D;
- ?? All final reports shall be delivered to the AMIR Project office within seven working days of the consultant's receipt of comments on the draft report from USAID, the AMIR Program or the host country counterpart organization.

**VIII. Report Media.**

Both draft and final reports shall be provided to the AMIR Program office and to Chemonics International Inc. headquarters as follows:

- ?? In one single computer file in MS Word or Corel Word Perfect format and in the format described in section IV. above;
- ?? Via email to [mbuckingham@chemonics.net](mailto:mbuckingham@chemonics.net), [dbrown@chemonics.net](mailto:dbrown@chemonics.net), [abg@amir-jordan.org](mailto:abg@amir-jordan.org) and [swade@amir-jordan.org](mailto:swade@amir-jordan.org), respectively, and to the relevant AMIR Program Component Leader.

**IX. Supervision and Reporting Lines**

Unless otherwise specified in writing, the consultant(s) will report to the Component Leader, of the relevant AMIR Program component or sub-component.

**X. Work Schedule and Location**

The consultant shall organize his/her time in a manner consistent with successful execution of this consultancy, but in any case shall work no less than 8-hours per day. Unless otherwise specified in writing, the consultant's place of work shall be the AMIR project office, for which the work hours are 08:30 to 16:30 hours, Sunday-Thursday, and any specified host country counterpart organization. A 6 day work week and holiday work are authorized.

**XII. Timeframe for the Consultancy and LOE**

The expected start date is on or about July 2, for approximately 24 work days excluding travel days. These may be continuous days or split over two trips. Additional preparatory time may be feasible to accomplish certain specific tasks as proposed by the consultant.



## **Appendix C**

### **Scope of Work**

#### **Backward Linkages Activity (Outsourcing)**

#### **I. Overview**

The AMIR (Access to Microfinance and Improved Implementation of Policy Reform) Program commenced operations in February, 1998. One of its key goals is the establishment of a sustainable microfinance industry. Since inception, the AMIR Program has helped establish and support three MFIs, and together with the U.S. Agency for International Development (USAID), is working with a fourth MFI. There are considerable differences between these four MFIs, and the other microfinance providers, of which the most important are the commitment to attaining operational sustainability, and to operate in accordance with the "best practices" of microfinance.

In 2002, the second phase of the AMIR Program, AMIR (Achievement of Market-Friendly Initiatives and Results) was launched. The goal of AMIR is "To promote economic growth and prosperity for all Jordanians by developing a more market-friendly environment for broad-based economic opportunity and business expansion." This four component initiative has devoted one component, Micro-Enterprise Initiatives, to the development of micro-entrepreneurs in Jordan with specific focus on commercially viable financing and non-financial service opportunities available for micro-entrepreneurs.

In addition to micro credit, the MEI component seeks to increase income and employment through the creation and growth of MSEs in Jordan by encouraging greater use of improved and expanded business development services. AMIR will accomplish this by 1) increasing the efficiency and effectiveness of the business development services (BDS) market – providers and facilitators – to identify and respond to MSE service demands and 2) stimulating MSE demand for BDS services. It is important to note that the approach encompasses supply and demand sides of BDS.

BDS is the provision of non-financial service to business by business. Often these services are sold through NGOs on a partial cost recovery basis and by private BDS providers on a for-profit basis, whether paid by the recipient or by a third party or both. Business services can also be embedded, or provided as a result of another activity, as when a manufacturing firm hires a small, local firm to supply machined parts and then works with the small business to improve its die cutting craftsmanship. Such a backward linkage, or outsourcing, is an invaluable means of uplifting MSE skills while tying the supplier directly to a demand.

#### **II. Specific Challenges to be Addressed by this Consultancy**

Linking MSEs to medium and large businesses is often a perception challenge, an issue of getting the foot-in-the-door. Managers of larger enterprises are wary of subcontracting

to firms that in which they lack confidence in the subcontractor to provide quality goods in a reliable manner. And frankly, they are often right. As a result, the first challenge is in getting an audience with potential buyers, i.e. larger businesses. The second challenge is finding MSEs that are interested in such subcontracting. The lack of an aggressive entrepreneurial spirit in Jordan makes this difficult. The third challenge is then matching outsourcing opportunities, buyers and suppliers.

### **III. Objective and Expected Results**

The objective of this engagement is to identify what it will take to establish backward linkages between medium to large businesses and MSEs and to draft a work plan to do so.

### **IV. General Tasks of the Consultant**

Under this Scope of Work, the Consultant shall perform, but not be limited to, the following general tasks:

- A. Immediately upon commencement of work in Jordan, arrange through the reporting channels specified in paragraph IX, below, to be introduced to the AMIR Program Director and to USAID's Cognizant Technical Officer and others USAID and AMIR personnel as deemed necessary, and during the course of these introductions agree jointly with AMIR and USAID/Jordan the following:
  - ?? A schedule of periodic briefings, if deemed necessary, throughout the course of the consultancy, and
  - ?? A date, time and place for a debriefing near the end of the consultancy;
- B. Throughout the consultancy, ensure good communication with AMIR management and, if appropriate, the management of any host country organizations with whom the consultant is working. The consultant should provide verbal updates to the AMIR management at least weekly;
- C. Ensure that AMIR management is informed immediately of any material problems which will compromise the integrity of the consultancy, its data or its implementation time frame;
- D. Unless otherwise specified in writing, in coordination with his/her supervisor and the AMIR Program Training Manager, conduct a seminar on one or more aspects of his/her work in Jordan;
- F. Ensure that he/she has the use of his/her own IBM compatible portable computer for use in implementation of the consultancy.

**V. Specific Tasks of the Consultant.**

The Consultant's specific tasks will include, but not be limited to the following:

- ?? Read the 1999 document AMIR Backward Linkages Program and the assessment of the Zarqa backward linkages initiative, which AMIR will complete before the engagement.
- ?? Meet with key informants from the buying side, the supplying side, and those who have brokered, or attempted, backward linkages, including the EDC project contractor.
- ?? Determine the need for focus group discussions with buyers and brokers of outsourcing contracts, most likely NGOs or other projects.
- ?? If appropriate, organize and facilitate focus group discussions (one in Amman and at least two outside Amman).
- ?? Articulate a strategy, and calendar, to realize outsourcing opportunities, set targets, identify interested buyers, suggest criteria for appraising MSE subcontractors, consider approach for bringing BDS to subcontractors as a means of addressing reliability and quality concerns.
- ?? Draft satisfaction follow up survey to perform at the end of the calendar year.

**VI. Reporting Tasks.**

Unless otherwise specified in writing, the Consultant shall write a report which will include, but not be limited to, the following:

- ?? A cover page and credits page in the format specified in Annex B.
- ?? A table of contents.
- ?? An executive summary specifying the primary findings and recommendations of consultant for accomplishing the objectives of the consultancy and thereby addressing the challenges specified above - Specific Tasks of the Consultant;
- ?? A main body of text which provides greater detail on the findings and recommendations of the consultant including, but not limited to, the analysis, plan, system, software package, training program, seminar, workshop, conference, survey, brochure, or other piece of intellectual property, draft laws, by-laws, regulations, or other legal measures, poll, survey or other type of public measurement or primary research, secondary research, oversight services, or other element of value-added specified as the tasks in C. above;

- ?? A series of appendices containing one or more of the following:
- ?? Any relevant laws, regulations, and/or government policies relevant to the consultancy;
  - ?? Any relevant internal (to a target host country organization) policies, procedures and/or guidelines relevant to the consultancy;
  - ?? Any system specifications recommended by the consultancy;
  - ?? Any strategic, work, action, management, human resource, business, implementation and/or other plans recommended by the consultancy;
  - ?? A list of documents read during the course of the consultancy;
  - ?? A list of individuals interviewed during the course of the consultancy;
  - ?? Any other documentation and other information which is relevant to the consultancy.
- ?? Please note that reports on training events (seminars, workshops, conferences and similar events) can be limited to:
- ?? A summary report on significant findings observed during the training, including recommendations for follow-up training as may be necessary;
  - ?? A series of appendices containing the following:
    - a list of documents read during the course of the consultancy;
    - a list of individuals interviewed during the course of the consultancy;
    - a list of individuals who attending the training event;
    - copies of all handouts and training materials distributed during the training event;
- ?? Each page of the executive summary and main body of all reports, except the first page, must contain headers and footers in form and substance as illustrated in Annex B (sample pages).

## **VII. Report Timing.**

Unless otherwise specified in writing, the following timing applies to the delivery of draft and final reports:

- ?? Consultants who are not based in Jordan shall deliver their draft reports for discussion with AMIR Program management at least twenty-four hours prior to their departure from Jordan;
- ?? Jordan-based consultants shall deliver their draft reports for discussion with AMIR Program management at least seven working days prior to the finish date indicated in Annex D;
- ?? All final reports shall be delivered to the AMIR Project office within seven working days of the consultant's receipt of comments on the draft report from USAID, the AMIR Program or the host country counterpart organization.

**VIII. Report Media.**

Both draft and final reports shall be provided to the AMIR Program office and to Chemonics International Inc. headquarters as follows:

- ?? In one single computer file in MS Word or Corel Word Perfect format and in the format described in section IV. above;
- ?? Via email to [mbuckingham@chemonics.net](mailto:mbuckingham@chemonics.net), [dbrown@chemonics.net](mailto:dbrown@chemonics.net), [abg@amir-jordan.org](mailto:abg@amir-jordan.org) and [swade@amir-jordan.org](mailto:swade@amir-jordan.org), respectively, and to the relevant AMIR Program Component Leader.

**IX. Supervision and Reporting Lines**

Unless otherwise specified in writing, the consultant(s) will report to the Component Leader, of the relevant AMIR Program component or sub-component.

**X. Work Schedule and Location**

The consultant shall organize his/her time in a manner consistent with successful execution of this consultancy, but in any case shall work no less than 8-hours per day. Unless otherwise specified in writing, the consultants place of work shall be the AMIR project office, for which the work hours are 08:30 to 16:30 hours, Sunday-Thursday, and any specified host country counterpart organization. A 6 day work week and holiday work are authorized.

**XIII. Timeframe for the Consultancy and LOE**

The expected start date is flexible. The duration is estimated at 12-18 work days in country, excluding travel days, with the work completed on or about the end of June. These may be continuous days or split over two trips. Some of the work as agreed to with MEI component team leader may be completed outside Jordan.

## **Appendix D**

### **Scope of Work**

#### **Micro and Small Enterprise Survey**

#### **I. Overview**

The AMIR (Access to Microfinance and Improved Implementation of Policy Reform) Program commenced operations in February, 1998. One of its key goals is the establishment of a sustainable microfinance industry. Since inception, the AMIR Program has helped establish and support three MFIs, and together with the U.S. Agency for International Development (USAID), is working with a fourth MFI. There are considerable differences between these four MFIs, and the other microfinance providers, of which the most important are the commitment to attaining operational sustainability, and to operate in accordance with the "best practices" of microfinance.

In 2002, the second phase of the AMIR Program, AMIR (Achievement of Market-Friendly Initiatives and Results) was launched. The goal of AMIR is "To promote economic growth and prosperity for all Jordanians by developing a more market-friendly environment for broad-based economic opportunity and business expansion." This four component initiative has devoted one component, Micro-Enterprise Initiatives, to the development of micro-entrepreneurs in Jordan with specific focus on commercially viable financing and non-financial service opportunities available for micro-entrepreneurs.

In addition to micro credit, the MEI component seeks to increase income and employment through the creation and growth of MSEs in Jordan by encouraging greater use of improved and expanded business development services. AMIR will accomplish this by 1) increasing the efficiency and effectiveness of the business development services (BDS) market – providers and facilitators – to identify and respond to MSE service demands and 2) stimulating MSE demand for BDS services. It is important to note that the approach encompasses supply and demand sides of BDS.

BDS is the provision of non-financial service to business by business. Often these services are sold through NGOs on a partial cost recovery basis and by private BDS providers on a for-profit basis, whether paid by the recipient or by a third party or both. If AMIR is to provide effective assistance to MSEs, it is incumbent on AMIR to understand the MSE sector in all its myriad forms.

#### **II. Specific Challenges to be Addressed by this Consultancy**

On the demand side, if the AMIR MEI component is to encourage increased demand for BDS by MSEs, then it is necessary to understand the market for BDS, both actual and potential, among MSEs. There are thousands of MSEs in Jordan in all facets of the economy. Before targeting interventions designed to encourage greater use of business services by MSEs, it is critical to understand the market opportunities and special

challenges represented by the MSE sector for the BDS provider. This will include awareness of BDS, understanding and awareness of what BDS is, types of services that might constitute BDS, those services that are procured and those that are not, and why, etc. The challenge of this consultancy is in creating a useful survey that is manageable in its application yet sufficiently broad in its topical coverage, and successfully completed within a two-month timeframe.

### **III. Objective and Expected Results**

The goal of this multi-service market survey is to assist the MEI component team select the business services it will focus on (at this time 2-4 services are envisioned) and to design appropriate interventions that will satisfy MSEs needs through BDS. In other words, the survey must provide information that will guide in selecting services to target and provide sufficient depth of information as to suggest possible opportunities for BDS programs. The objective of the survey is multi-faceted:

- ?? To estimate the MSE general consumption of business services and the types of services consumed in the last year.
- ?? To gauge the awareness, reach, and retention of business services by MSEs.
- ?? To describe MSE customer segments for BDS.
- ?? To capture the rationale for BDS use or not among the customer segments.
- ?? To capture indications of the future direction of demand for BDS in general and, where feasible, by specific service.

The expected result is a completed survey and analysis; along with recommendations for 2-4 business services in which AMIR's assistance can reasonable expect to have a positive impact for MSEs and BDS providers.

### **IV. General Tasks of the Consultant**

Under this Scope of Work, the Consultant shall perform, but not be limited to, the following general tasks:

- B. Immediately upon commencement of work in Jordan, arrange through the reporting channels specified in paragraph IX, below, to be introduced to the AMIR Program Director and to USAID's Cognizant Technical Officer and others USAID and AMIR personnel as deemed necessary, and during the course of these introductions agree jointly with AMIR and USAID/Jordan the following:
  - ?? A schedule of periodic briefings, if deemed necessary, throughout the course of the consultancy, and
  - ?? A date, time and place for a debriefing near the end of the consultancy;
- B. Throughout the consultancy, ensure good communication with AMIR management and, if appropriate, the management of any host country

- organizations with whom the consultant is working. The consultant should provide verbal updates to the AMIR management at least weekly;
- C. Ensure that AMIR management is informed immediately of any material problems which will compromise the integrity of the consultancy, its data or its implementation time frame;
  - D. Unless otherwise specified in writing, in coordination with his/her supervisor and the AMIR Program Training Manager, conduct a seminar on one or more aspects of his/her work in Jordan;
  - F. Ensure that he/she has the use of his/her own IBM compatible portable computer for use in implementation of the consultancy.

## **V. Specific Tasks of the Consultant.**

The Consultant's specific tasks will include, but not be limited to:

### **Phase I – MSE Survey**

- ?? Design a survey instrument, in cooperation with the MEI component team. The instrument will consider the overall objective in its design.
- ?? In preparing the survey instrument, the consultant should consider, among other things:
  - ?? Information objectives
  - ?? Segmentation of the MSE market by appropriate characteristics, e.g., type of business, education level, employees, sales, years in business, etc.
  - ?? Services to highlight,
  - ?? Creation of data tables
  - ?? Data analysis description
  - ?? Questionnaire flow
- ?? Identify the parameters for a pre-test of the survey and oversee the pre-test.
- ?? Oversee the implementation of the survey.
- ?? Carry out analysis of the survey results, drawing conclusions and making recommendations on service sectors.

### **Phase II – Ground Truth Service Selection**

- ?? Using focus groups, take the pulse of various consumer segments to determine if the selected services are pertinent and to solicit ideas for BDS interventions that will make these services available to a cross section of MSEs. Focus groups should be conducted by MSE consumer segments identified for the survey, for example, trade in consumables, assembly, crafts, services, trade in durables, etc. Requiring a series of meetings in and outside Amman.



- ?? Carry out an analysis of focus group findings.
- ?? Cross focus group findings and conclusions with those from the survey to design AMIR interventions in the selected services.

## **VI. Reporting Tasks.**

Unless otherwise specified in writing, the Consultant shall write a report which will include, but not be limited to, the following:

- ?? A cover page and credits page in the format specified in Annex B.
- ?? A table of contents.
- ?? An executive summary specifying the primary findings and recommendations of consultant for accomplishing the objectives of the consultancy and thereby addressing the challenges specified above - Specific Tasks of the Consultant;
  - ?? A main body of text which provides greater detail on the findings and recommendations of the consultant including, but not limited to, the analysis, plan, system, software package, training program, seminar, workshop, conference, survey, brochure, or other piece of intellectual property, draft laws, by-laws, regulations, or other legal measures, poll, survey or other type of public measurement or primary research, secondary research, oversight services, or other element of value-added specified as the tasks in C. above;
  - ?? A series of appendices containing one or more of the following:
    - ?? Any relevant laws, regulations, and/or government policies relevant to the consultancy;
    - ?? Any relevant internal (to a target host country organization) policies, procedures and/or guidelines relevant to the consultancy;
    - ?? Any system specifications recommended by the consultancy;
    - ?? Any strategic, work, action, management, human resource, business, implementation and/or other plans recommended by the consultancy;
    - ?? A list of documents read during the course of the consultancy;
    - ?? A list of individuals interviewed during the course of the consultancy;
    - ?? Any other documentation and other information which is relevant to the consultancy.
- ?? Please note that reports on training events (seminars, workshops, conferences and similar events) can be limited to:
  - ?? A summary report on significant findings observed during the training, including recommendations for follow-up training as may be necessary;
  - ?? A series of appendices containing the following:

- a list of documents read during the course of the consultancy;
- a list of individuals interviewed during the course of the consultancy;
- a list of individuals who attending the training event;
- copies of all handouts and training materials distributed during the training event;

?? Each page of the executive summary and main body of all reports, except the first page, must contain headers and footers in form and substance as illustrated in Annex B (sample pages).

## **VII. Report Timing.**

Unless otherwise specified in writing, the following timing applies to the delivery of draft and final reports:

- ?? Consultants who are not based in Jordan shall deliver their draft reports for discussion with AMIR Program management at least twenty-four hours prior to their departure from Jordan;
- ?? Jordan-based consultants shall deliver their draft reports for discussion with AMIR Program management at least seven working days prior to the finish date indicated in Annex D;
- ?? All final reports shall be delivered to the AMIR Project office within seven working days of the consultant's receipt of comments on the draft report from USAID, the AMIR Program or the host country counterpart organization.

## **VIII. Report Media.**

Both draft and final reports shall be provided to the AMIR Program office and to Chemonics International Inc. headquarters as follows:

- ?? In one single computer file in MS Word or Corel Word Perfect format and in the format described in section IV. above;
- ?? Via email to [mbuckingham@chemonics.net](mailto:mbuckingham@chemonics.net), [dbrown@chemonics.net](mailto:dbrown@chemonics.net), [abg@amir-jordan.org](mailto:abg@amir-jordan.org) and [swade@amir-jordan.org](mailto:swade@amir-jordan.org), respectively, and to the relevant AMIR Program Component Leader.

## **IX. Supervision and Reporting Lines**

Unless otherwise specified in writing, the consultant(s) will report to the Component Leader, of the relevant AMIR Program component or sub-component.

**X. Work Schedule and Location**

The consultant shall organize his/her time in a manner consistent with successful execution of this consultancy, but in any case shall work no less than 8-hours per day. Unless otherwise specified in writing, the consultants place of work shall be the AMIR project office, for which the work hours are 08:30 to 16:30 hours, Sunday-Thursday, and any specified host country counterpart organization. A 6 day work week and holiday work are authorized.

**XIV. Timeframe for the Consultancy and LOE**

The expected start date for Phase I is no later than April 1, for a minimum of 24 work days excluding travel days. These may be continuous days or split over two trips. Some of the survey design work and analysis work may be completed outside Jordan. Phase II work is estimated at 18 work days, excluding travel days. As with Phase I some preparatory work may be done outside Jordan.

## **Appendix E**

### **Scope of Work**

#### **Business Development Services Provider Survey**

#### **I. Overview**

The AMIR (Access to Microfinance and Improved Implementation of Policy Reform) Program commenced operations in February, 1998. One of its key goals is the establishment of a sustainable microfinance industry. Since inception, the AMIR Program has helped establish and support three MFIs, and together with the U.S. Agency for International Development (USAID), is working with a fourth MFI. There are considerable differences between these four MFIs, and the other microfinance providers, of which the most important are the commitment to attaining operational sustainability, and to operate in accordance with the "best practices" of microfinance.

In 2002, the second phase of the AMIR Program, AMIR (Achievement of Market-Friendly Initiatives and Results) was launched. The goal of AMIR is "To promote economic growth and prosperity for all Jordanians by developing a more market-friendly environment for broad-based economic opportunity and business expansion." This four component initiative has devoted one component, Micro-Enterprise Initiatives, to the development of micro-entrepreneurs in Jordan with specific focus on commercially viable financing and non-financial service opportunities available for micro-entrepreneurs.

In addition to micro credit, the MEI component seeks to increase income and employment through the creation and growth of MSEs in Jordan by encouraging greater use of improved and expanded business development services. AMIR will accomplish this by 1) increasing the efficiency and effectiveness of the business development services (BDS) market – providers and facilitators – to identify and respond to MSE service demands and 2) stimulating MSE demand for BDS services. It is important to note that the approach encompasses supply and demand sides of BDS.

BDS is the provision of non-financial service to business by business. Often these services are sold through NGOs on a partial cost recovery basis and by private BDS providers on a for-profit basis, whether paid by the recipient or by a third party or both. If AMIR is to provide effective assistance to BDS providers, it is incumbent on AMIR to understand the BDS sector in all its myriad forms.

#### **II. Specific Challenges to be Addressed by this Consultancy**

On the supply side, if the AMIR MEI component is to encourage increased demand for BDS by MSEs, then it is necessary to understand the state of BDS for MSEs. It is understood that there are numerous BDS providers in the market, though a detailed analysis of those service providers is not available. Before designing interventions to develop the BDS markets, it is critical to understand, along with the MSE demand side,

the BDS provider, to identify the strengths, weaknesses, opportunities, market distortions and the reasons behind the lack of demand or supply of such services from the provider perspective. It is the intention of this two phase consultancy to determine who is providing business development services for micro and small entrepreneurs, perform field level assessment of these activities and conclude by prioritizing the BDS providers to determine which of those identified may be able to facilitate the growth of the industry. The particular challenge of this consultancy is to do this in a transparent and inclusive manner despite knowing very little about current providers, while keeping the survey manageable and successfully completed within two-month timeframe.

### **III. Objective and Expected Results**

The goal of this survey is to assist the MEI component team select the business services it will focus on (at this time 2-4 services are envisioned), to design appropriate interventions that will satisfy MSEs needs through BDS, and to select BDS to work with. In other words, the survey must provide information that will help to identify the supply side problems and where the opportunities are for BDS.

The objective of the survey is multi-faceted:

- ?? To gain an understanding of the variety of BDS that exists in Jordan and to categorize them by legal form, services offered and client base.
- ?? To garner some insights as to the capacity of the provider market.
- ?? To understand the degree of MSE subsidization that already exist in Jordan for BDS.
- ?? To estimate the number of providers that are servicing the MSE sector
- ?? To understand from the provider perspective the reasons for purchasing or not their services.
- ?? To capture indications of the future direction of demand for BDS in general and, where feasible, by specific service.

The expected result is a completed survey and analysis; along with recommendations for 2-4 business services in which AMIR's assistance can reasonably expect to have a positive impact on the supply side of the BDS transaction.

### **IV. General Tasks of the Consultant**

Under this Scope of Work, the Consultant shall perform, but not be limited to, the following general tasks:

- C. Immediately upon commencement of work in Jordan, arrange through the reporting channels specified in paragraph IX, below, to be introduced to the AMIR Program Director and to USAID's Cognizant Technical Officer and others USAID and AMIR personnel as deemed necessary, and during the course of these introductions agree jointly with AMIR and USAID/Jordan the following:

- ?? A schedule of periodic briefings, if deemed necessary, throughout the course

of the consultancy, and  
 ?? A date, time and place for a debriefing near the end of the consultancy;

- B. Throughout the consultancy, ensure good communication with AMIR management and, if appropriate, the management of any host country organizations with whom the consultant is working. The consultant should provide verbal updates to the AMIR management at least weekly;
- C. Ensure that AMIR management is informed immediately of any material problems which will compromise the integrity of the consultancy, its data or its implementation time frame;
- D. Unless otherwise specified in writing, in coordination with his/her supervisor and the AMIR Program Training Manager, conduct a seminar on one or more aspects of his/her work in Jordan;
- F. Ensure that he/she has the use of his/her own IBM compatible portable computer for use in implementation of the consultancy.

## **V. Specific Tasks of the Consultant.**

The Consultant's specific tasks will include, but not be limited to the following:

### **Phase I – BDS Survey**

- ?? Redesign the existing survey instrument, in cooperation with the MEI component team. The instrument will consider the overall objective in its design.
- ?? In preparing the survey instrument, the consultant should consider, among other things:
  - ?? Information objectives
  - ?? Segmentation of the BDS provider market by appropriate characteristics, e.g., legal form of business, services offered, client base, level of client payment, etc.
  - ?? Creation of data tables
  - ?? Data analysis description
  - ?? Questionnaire flow
- ?? Identify the parameters for a pre-test of the survey and oversee the pre-test.
- ?? Oversee the implementation of the survey.
- ?? Carry out analysis of the survey results, drawing conclusions and making recommendations on service sectors.

### **Phase II – Ground Truth Information and Analysis**

- ?? Using focus groups, determine if conclusions are accurate and if the selected BDS program of AMIR assistance is pertinent, and to solicit feedback on the program.

- ?? Carry out an analysis of focus group findings.
- ?? Cross focus group findings and conclusions with those from the survey to design AMIR interventions in the selected services.

## **VI. Reporting Tasks.**

Unless otherwise specified in writing, the Consultant shall write a report which will include, but not be limited to, the following:

- ?? A cover page and credits page in the format specified in Annex B.
- ?? A table of contents.
- ?? An executive summary specifying the primary findings and recommendations of consultant for accomplishing the objectives of the consultancy and thereby addressing the challenges specified above - Specific Tasks of the Consultant;
  - ?? A main body of text which provides greater detail on the findings and recommendations of the consultant including, but not limited to, the analysis, plan, system, software package, training program, seminar, workshop, conference, survey, brochure, or other piece of intellectual property, draft laws, by-laws, regulations, or other legal measures, poll, survey or other type of public measurement or primary research, secondary research, oversight services, or other element of value-added specified as the tasks in C. above;
  - ?? A series of appendices containing one or more of the following:
    - ?? Any relevant laws, regulations, and/or government policies relevant to the consultancy;
    - ?? Any relevant internal (to a target host country organization) policies, procedures and/or guidelines relevant to the consultancy;
    - ?? Any system specifications recommended by the consultancy;
    - ?? Any strategic, work, action, management, human resource, business, implementation and/or other plans recommended by the consultancy;
    - ?? A list of documents read during the course of the consultancy;
    - ?? A list of individuals interviewed during the course of the consultancy;
    - ?? Any other documentation and other information which is relevant to the consultancy.
- ?? Please note that reports on training events (seminars, workshops, conferences and similar events) can be limited to:
  - ?? A summary report on significant findings observed during the training, including recommendations for follow-up training as may be necessary;
  - ?? A series of appendices containing the following:

- a list of documents read during the course of the consultancy;
- a list of individuals interviewed during the course of the consultancy;
- a list of individuals who attending the training event;
- copies of all handouts and training materials distributed during the training event;

?? Each page of the executive summary and main body of all reports, except the first page, must contain headers and footers in form and substance as illustrated in Annex B (sample pages).

## **VII. Report Timing.**

Unless otherwise specified in writing, the following timing applies to the delivery of draft and final reports:

- ?? Consultants who are not based in Jordan shall deliver their draft reports for discussion with AMIR Program management at least twenty-four hours prior to their departure from Jordan;
- ?? Jordan-based consultants shall deliver their draft reports for discussion with AMIR Program management at least seven working days prior to the finish date indicated in Annex D;
- ?? All final reports shall be delivered to the AMIR Project office within seven working days of the consultant's receipt of comments on the draft report from USAID, the AMIR Program or the host country counterpart organization.

## **VIII. Report Media.**

Both draft and final reports shall be provided to the AMIR Program office and to Chemonics International Inc. headquarters as follows:

- ?? In one single computer file in MS Word or Corel Word Perfect format and in the format described in section IV. above;
- ?? Via email to [mbuckingham@chemonics.net](mailto:mbuckingham@chemonics.net), [dbrown@chemonics.net](mailto:dbrown@chemonics.net), [abg@amir-jordan.org](mailto:abg@amir-jordan.org) and [swade@amir-jordan.org](mailto:swade@amir-jordan.org), respectively, and to the relevant AMIR Program Component Leader.

## **IX. Supervision and Reporting Lines**

Unless otherwise specified in writing, the consultant(s) will report to the Component Leader, of the relevant AMIR Program component or sub-component.



**X. Work Schedule and Location**

The consultant shall organize his/her time in a manner consistent with successful execution of this consultancy, but in any case shall work no less than 8-hours per day. Unless otherwise specified in writing, the consultant's place of work shall be the AMIR project office, for which the work hours are 08:30 to 16:30 hours, Sunday-Thursday, and any specified host country counterpart organization. A 6 day work week and holiday work are authorized.

**XV. Timeframe for the Consultancy and LOE**

The expected start date for Phase I is no later than April 14, for a minimum of 18 work days excluding travel days. These may be continuous days or split over two trips. Some of the survey design work and analysis work may be completed outside Jordan. Phase II work is estimated at 12 work days, excluding travel days. As with Phase I some preparatory work may be done outside Jordan.

## **Appendix F Persons Contacted**

**AMIR:****Steve Wade,****Terri Kristalsky, MEI Component Leader****Suhair Khatib, MEI Business Management Specialist****Jamil El Wheidi, MEI Microfinance Expert****Mrs. Hala Bsaiso Lattouf, Secretary General, Ministry of Planning****Ms. Kholoud El-Khaldi, MSE Consultant****Ms. Salwa Bamieh, MMIS Management Consultants and President of IMC  
(Institute of Management Consultants in Jordan)****Mrs. Rose Alissi Wazani, Jordanian American Business Association****Ms. Jumana Hussein, Senior Advisor, EJADA (Direct Support to SMEs) Project****Yanal Abeda, Director Department of Environment and Training, Amman  
Chamber of Industry****Ms. Amira, Yaagbeh, Owner and General Manager, Al Majdal**